



Tlicho Community Services Agency
Dø Nake Lanì Nats'etso • Strong Like Two People

IDENTIFICATION

Department	Position Title	
Tlicho Community Services Agency	Manager of Continuing Care Services	
Position Number(s)	Community	Division/Region(s)
27-8902	Behchokò, NT	Health & Social Program/ Tlicho

PURPOSE OF THE POSITION

This position will play a lead role in implementing the Tlicho Community Services Agency (TCSA) strategic objectives for the consistent delivery of quality continuing care services, within the Tlicho Region. Under the strategic guidance of the TCSA, the position will implement, monitor, and provide reporting on the delivery of continuing care services within their region.

This position provides overall management for the 18 bed Long Term Care facility, the Elder Day Program, Palliative Care, and the Home & Community Care Program in all communities within the Tlicho Region.

SCOPE

The scope of the Tlicho Community Services Agency is to manage the delivery of a range of integrated public GNWT and First Nations health, wellness and education programs and services for the Tlicho communities of Behchoko, Gameti, Wekweeti and Whati. Established in 2005 as part of the Tlicho Agreement, the Agency is designed to be an interim GNWT organization through which the Tlicho Government will eventually exercise their treaty rights for self-government. The Agency serves approximately 3,000 people, employs 230 staff and has an annual budget approximately of 30 million dollars. Programs and services include K-12 education, health and wellness, child and family services, mental health and addictions, continuing care and independent living.

The Tlicho Community Services Agency vision “Strong Like Two People” is a metaphor for the desire by community leadership to build an organization, and create programs and services, that recognize the strength and importance of two cultures. Local Tlicho and non-Tlicho

knowledge have complementary strengths, which together can achieve solutions to contemporary problems which neither could alone.

Located in Behchoko, the Manager of Continuing Care Services (MCCS) reports to the Director of Community Health Services and is responsible for the overall daily management of Tlicho Region continuing care programs, and an annual operating budget of \$5.6 million, and a staffing group of 3 direct reports and 68 indirect reports. Direct reports include the following positions: Nurse in Charge, Long Term Care, Nurse in Charge, Home & Community Care, and Medical Social Worker. The position provides program leadership and direction to homecare programs, home support workers and elders day program staff located in each of the four communities in the Tlicho Region. The incumbent provides operational support and direction to a multi-disciplinary work force, and through recruitment and retention efforts ensures adequate staffing for the provision of safe, competent, and consistent health care to clients in the Tlicho communities. The incumbent is responsible to oversee the patient/client experience. The incumbent is responsible for recruiting, hiring, and managing a skilled workforce. The decisions and recommendations made by the incumbent may have a direct impact on the effectiveness and efficiency of human resources, program and service delivery, and financial budgets.

The MCCS works closely with the Director of Community Health Services supporting this program area, to ensure that client/patient needs are being supported and addressed within their regional catchment area; and to identify and address program challenges and opportunities for improvement, establish program objectives for the region, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery in the region. They will also contribute to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

RESPONSIBILITIES

1. Leads, implements, and manages the delivery of quality-based Continuing Care Services within the Tlicho Region.

- Provides leadership and direction to regional staff and programs to ensure that all continuing care clients/patients served by the Tlicho Region receive equitable, efficient, appropriate, accessible, timely, and safe continuing care.
- Collaborates with the Director of Community Health Services to identify current and future delivery requirements in Continuing Care Services through consistent territory-wide program development.
- Advises and informs the Director of Community Health Services with regard to program and service delivery, quality plans, outcomes, opportunities, risks, threats, and including but not limited to incidents affecting or potentially affecting the safety and/or well-being of continuing care clients/patients and/or staff, and the integrity of the Tlicho Region and the TCSA.
- In collaboration with the Director of Community Health Services, recommends strategic initiatives, and identifies opportunities to sustain or improve the continuing care program and service delivery, for review and consideration by the TCSA.
- Leads the development of and implements a continuing care work plan for the region

that align with the TCSA's strategic direction, direction, policies, and procedural guidelines for continuing care.

- In collaboration with TCSA leadership, contributes to the development and implementation of performance indicators, measure for improvement, and reports on outputs and outcomes on a periodic basis as determined by the TCSA.
- Collaborates with the Director of Community Health Services to develop regional procedures for Continuing Care program areas.
- Communicates with the Director of Community Health Services and other members of the TCSA Health & Social Services to share program priorities and goals.
- Collaborates with the Director of Community Health Services, the Manager of Health Services, and other Managers within related disciplines in the TCSA, HRHSSA, and NTHSSA to ensure a quality acute care program that is delivered consistently across regions and jurisdictions.
- Proactively works with the patient, family, and other regional and territorial staff to enhance the patient experience and to address concerns and complaints.
- Collaborates with regional and territorial managers for standardization, consistency and best practices implementation.

2. Leads Accreditation Teams in the domain of Continuing Care Service. These standards include but are not limited to Long Term Care, Home Care, Infection Prevention and Control, and Medication Management.

- Works collaboratively with the Manager, Quality Assurance & Risk Management to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- Communicates and ensures integration of standards, policies and procedures for Continuing Care Services and programs into day-to-day practice as they relate to the Accreditation Canada process.
- Works collaboratively with the Manager, Quality Assurance & Risk Management to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Implements team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- Reports work plan process to the Director of Community Health Services and Manager, Quality Assurance & Risk Management.
- In collaboration with the Director of Community Health Services, gathers data and information to track program indicators set by the TCSA leadership team.
- Ensures and promotes clients' and families' involvement in planning and service design, as well as quality and safety issues at the organization level, including quality improvement and client safety activities.
- Fosters respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs, and preferences of clients and their family members. Supports mutually beneficial partnerships between clients, families, and health care service providers.
- Collaborates with the Director of Community Health Services, territorial, and regional management to standardize policies, procedures, metrics and program services.

3. Leads and manages the logistics of regional continuing care service delivery, including but not limited to, the management and support of staff and scheduling, and the management of capital resources required to meet regional operational needs.

- Provides subject matter expertise, guidance, direction, and exemplary leadership to the Continuing Care Services staff.
- Effectively and efficiently manages a budget, human and capital resources in order to facilitate a successful continuing care program and service delivery in the Tlicho Region. Variance reporting as required.
- Manages the continuing care program within the allocated resources and in accordance with the Territorial Acts and Regulations, TCSA Policies and adherence to professional regulations, standards and protocols while following an interdisciplinary model to maintain and enhance the health and wellness of the people of the NWT.
- Collaborates with the Director of Community Health Services, TCSA Managers, and any other relevant counterparts of the Tlicho Region to ensure safe, effective, and efficient coordination of continuing care to clients/patients.
- Collaborates with the dyadic leadership, and the physicians of the Tlicho Region to ensure safe, effective, and efficient coordination of continuing care to clients/patients.
- Participates in regular meetings with the Director of Community Health Services to plan programming and models of care delivery.
- Travels to the Tlicho communities as required to conduct audits.
- Communicates program goals and activities to all required parties; provides direction and guidance to staff involved in programs and services.
- Participates in the recruitment, placement, and orientation of staff, and participates in developing strategies for staff retention.
- Supports the educational needs of all homecare, long term care and continuing care staff via conferences, workshops, distance education programs and clinical practicums.
- Conducts employee performance evaluations and proactively manages performance issues.
- Works collaboratively with Manager of Health Services to ensure community-based staff are meeting the standards required of their positions.
- Participates on various committees to help ensure the provision of quality services and coordination of services on local and regional level.
- Collaborates with the Director of Community Health Services, and Department of Health & Social Services to prepare and report on the Enhanced Home Care Funding.
- Collaborates with the Director of Community Health Services to assess and address the impact of alternate level of care patients in hospitals.
- Works collaboratively with regional and territorial managers to integrate care, and to improve the client/patient experience.

4. Represents the TCSA Continuing Care Services in Labour Relations to ensure that harmonious working relationships with the Union of Northern Workers (UNW) and management are maintained.

- Works with the Director of Community Health Services in handling first level grievances in coordination with Human Resources and UNW.
- Leads meetings with the UNW local representatives as the need arises and/or on a regular basis to discuss issues/concerns and work together to resolve same.
- Collaborates with Human Resources to assist staff with accommodation plans and progress.
- Provides effectively and timely performance feedback, mentoring and coaching.

5. Workplace Health and Safety: Employees of the Authority are committed to creating and maintaining a safe and respectful workplace for employees and patients/clients. Building a safe and respectful workplace is everyone's responsibility.

- All employees and contractors have a professional and personal responsibility to perform their duties to health and safety regulations, standards, practices, and procedures.
- All stakeholders (management, staff, Union of Northern Workers, and Workplace Safety and Compensation Commission) need to ensure our Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety.
- All Managers play an active role in workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in RL6 or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- A healthy workplace, where employees can prove quality service under safe conditions, is the right thing to do and makes good business sense.

WORKING CONDITIONS

Physical Demands

The incumbent works in a busy office where interruptions are frequent, with short deadlines to meet, large volumes of correspondence, and numerous decisions to make on a daily basis. Lengthy telephone conversations require attentive listening and decisive responses. Exposure to physical strain related to sitting for long periods of time and eye strain due to working with computers.

Environmental Conditions

Travel by road and aircraft occurs during all seasons when at times weather conditions are poor. Duty travel involves absences from the office and from home. Unforeseen weather conditions may disrupt work plans and home life. The incumbent may be exposed to communicable diseases and/or situations (e.g., tuberculosis or aggressive or violent patients) when relieving the Nurse in Charge, Home and Community Care and Nurse in Charge, Long Term Care.

Sensory Demands

Working with legislation, policies and procedures and filling in health care forms requires close attention to details. The Manager must listen to conversation, in person or by telephone, to judge meaning, comprehension and intention, and must carefully observe the speaker's non-verbal communications to judge emotional state, acceptance and understanding.

Exposure to crisis situations may require immediate attention and decision making

Mental Demands

Responding to the needs of staff, clients and family members creates stress. The incumbent must be able to maintain a positive attitude when responding to these concerns, and must have the ability to deal effectively with angry and frustrated people. Patience, tact, and sound judgment are required as well as the ability to use non-violent crisis intervention techniques.

A high degree of mental acuity is required. The incumbent may be exposed to death/dying and other emotionally disturbing experiences where the incumbent is expected to remain calm, controlled and professional, regardless of the situation and demonstrate compassionate care to the client, family and other members of the health care team.

Within the health care setting there can be significant lack of control over the work pace, with frequent interruptions that may lead to mental fatigue or stress.

Disruption to lifestyle caused by work schedule for travel requirements.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of program management, including budget development, preparation, and control is required to ensure financial responsibilities are carried out effectively and efficiently.
- Knowledge of different discipline roles and scope.
- Knowledge of how to design and facilitate a change process. The ability to build and work with groups and teams, planning and implementing change; skilled in group dynamics and conflict resolution.
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Knowledge of CNA Nursing Code of Conduct and RNANTNU Standards.
- Knowledge of total quality management or continuous quality improvement processes.
- Knowledge with word processing programs and spreadsheets.
- Written and oral communication skills including listening, observing, identifying and reporting.
- Interpersonal skills including effective communication, coaching and motivation is essential in order to manage the human resources assigned to the position so human resources performance is at optimal capacity and assisting staff and stakeholders to accept change.
- Organizational and time management to manage multi-disciplinary responsibilities in a timely and effective manner.

- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees in order to communicate program information, including the ability to obtain and respond to feedback from these individuals.
- Ability to build solid partnerships and alliances based on trust and to work with a variety of people from different backgrounds and personalities.
- Must be sensitive to the geographical and cultural needs of the people and understand how community and culture impact the delivery of health care.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace.

Typically, the above qualifications would be attained by:

Baccalaureate in Nursing with 5 years of recent Registered Nursing experience in a continuing care setting including 2 years of management/supervisory experience.

Equivalent combinations of education and experience will be considered.

ADDITIONAL REQUIREMENTS

Must be eligible for registration with CANN as a Registered Nurse.

Position Security (check one)

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check

French language (check one if applicable)

- French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

Basic (B) Intermediate (I) Advanced (A)

READING COMPREHENSION:

Basic (B) Intermediate (I) Advanced (A)

WRITING SKILLS:

Basic (B) Intermediate (I) Advanced (A)

- French preferred

Indigenous language: Select language

- Required
- Preferred